**Project Managers' Advisory Group**

**MINUTES**
**October 18, 2010**

**Attending:** **( * = by phone )**

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|---|---|
| Bob Giannuzzi | EPMO |
| Kathy Bromead | EPMO |
| Janet Stewart | EPMO |
| Charles Richards | EPMO |
| Jesus Lopez | EPMO |
| Alisa Cutler* | EPMO |
| Valerie Maat* | EPMO |
| Juliana Smith | ITS |
| John O'Shaughnessy* | ITS |
| Vicky Kumar* | OSC |
| Lucy Cornelius* | DPI |
| Barbara Swartz* | DHHS DPH |
| Ellen Zimmerman* | DHHS DPH |
| Tory Russo* | DHHS DIRM |
| Deanna Perry* | DHHS DIRM |
| Sarah Joyner | ESC |
| Lawrence Sanders* | ESC |
| David Johnson* | DENR |
| Lloyd Smolinsky* | Dept. of Corrections |

Bob Giannuzzi welcomed everyone to the meeting. Juliana Smith was introduced as a first time attendee.

Bob solicited and received approval of the September minutes.

Jesus Lopez presented Juliana Smith a congratulatory letter from the SCIO in recognition of her passing the PMP exam.

Jesus reported that the PMP Exam Prep class is in full swing with an enthusiastic student body. The last class will be held on November 16 followed by a December 2 review session.

Bob advised that NC's three finalists did not win awards at this month's NASCIO annual meeting. He also reported the following upcoming events at NCPMI (since updated):

| NCPMI Venue | Speaker | Date/Topic |
|---|---|---|
| General Membership | Maurice Hager<br><br>Hope Ethington | October 21 (6:00 PM)<br>Agile PM - In A Nutshell<br>November 11 (6:00 PM)<br>Building The Bridge To Excellence - Under Budget |
| Public Sector LIG | | November 4 (5:30 PM) ???<br>TBD |

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| PMO Committee | Mark Moore | October 27 (5:30 PM)<br>Leading Change - Taking a Project Approach |
| Leadership Committee | | No meeting scheduled |
| Information Systems Committee | Lou Taff | November 1 (5:30 PM)<br>Building a Software-Estimating Process |

Vicky Kumar presented an overview (attached with minutes) of her experience at the 2010 PMI Global Congress – North America. She highlighted comments by the US CIO in his keynote speech that focused on the value of project management of federal projects and his perspective of success factors. She also described the PMI Leadership Institute meeting (minutes at http://componentleadership.pmi.org/NorthAmericameeting2010/LIM%20Detailed%20Agenda.pdf) and her role on its Advisory Group (see http://componentleadership.pmi.org/NorthAmericaMEETING2010/liag.asp).

John O'Shaughnessy initiated interesting discussion about the comments made by the closing presenter at the 2010 NCPMI Annual Event relative to the need for dramatic changes in the direction of the global organization.

The progress of the EPMO work groups was discussed next.

- **SDLC** to address integration of alternate SDLCs (e.g., Agile) into the current process/workflow. No report – no members present.
- **Agency Procurement** to develop a common (within agency) procurement process. Kathy Bromead advised that the business process document (End – end process with roles and responsibilities) is progressing. Lucy Cornelius stated that the Agency Procurement Process document will be discussed at the next PMAG.
- **Business Case** to develop guidelines and provide training on justifying projects based on cost/benefits analysis. Bib Giannuzzi solicited volunteers to join the team. The first team meeting will be held sometime before the next PMAG.

Alicia Cutler summarized Methodology Task Group activities. The Change Request documentation has been finalized. Based on feedback from the group, the *Sponsor Approval of Acceptance Criteria and GO/NO GO Implementation Decision* document has been revised. This draft will be sent out with these minutes for review. Alisa requested feedback within 10 business days. The goal is to include the final revision in next month's quarterly process update.

Janet Stewart presented her analysis of CRs entered in PPM 2008 – 2010 (The presentation to be forwarded with the minutes.). The data is broken down by phase and type with Schedule and Budget the highest number in each project phase. A total of 15 CRs were rejected over this time period. Janet also discussed best practices to avoid having to submit CRs. She will periodically update this data.

Charles Richards reported that the CR training delivered as an Adobe Connect webinar on October 14 had 47 participants. Another session that will include modifications based on feedback will be announced in the near future.

Janet advised that the next process update is still slated to be available on the EPMO website on 11/16.

Charles reported on the PPM hardware refresh activity. The vendor reinstalled the software in a VM environment. Charles asked for volunteers to participate in stress testing this environment - since held on 10/20.

Bob asked if anyone had any best practices to share. Although none were offered, he asked the group to think of sharing at future meetings.

Lessons Learned from recently closed projects are included in the Appendix.

Meeting adjourned at 4:27 PM.

NEXT MEETING

Monday, November 15, 2010 at 3:30
333 Six Forks Road Conference Room 3 or (919)981-5520

**https://its.ncgovconnect.com/r96139571/**

# APPENDIX

# Lessons Learned Documentation

## Exhibit A

## DHHS - NC IRIS – Incident Reporting and Improvement System

**Initiation Phase:**

| Topic | Lessons Learned |
|---|---|
| 1. Managing Sponsor Expectations | Identify a formal notification channel. The formal notification channel must be used in all issue escalations, and the names, addresses, etc. must be kept up to date. Project participants should be able to raise concerns as well as note positive actions as they are identified. Devise an appropriate escalation model to resolve disagreements in the design and/or technical decisions by reviewing the justifications and understanding of different views and to achieve final resolution. |
| 2. Managing Customer Expectations | Team met on a weekly basis during the majority of the project. Communicated relevant facts to all project participants and stakeholders on a frequent basis. Accurate, complete and frequent communication of project status and other pertinent information is an essential success factor for any project. |

**Planning & Design Phase:**

| Topic | Lessons Learned |
|---|---|
| 1. Issue Management | Discuss and be pro-active; facilitate the anticipation and identification of problems, enable them to be analyzed in a timely and effective manner, and allow for prompt and thorough follow-up for resolution. |

**Execution & Build Phase:**

| Topic | Lessons Learned |
|---|---|
| 1. Project Schedule / Milestones / Project Planning | One major lesson was the development aspect of choosing the report tool. After comparing the SQL server report system and Crystal Reports, SSRS appeared to be better for IRIS based on multi sub report layers, object oriented design, etc. When the team was ready to deploy the reports, they found out that some special print control needed to be installed on client site to print the reports. More research and test each steps was needed before developing the reports. |
| 2. Hosting Provider (setting up environments) | Clarify, during provisioning, exactly what tasks will be completed during setup, and the process to be followed if all of the configurations are not complete. |
| 3. Backup / DR Strategy | Clarify, during provisioning, exactly what the strategy will be for Backup and DR; include specifications on the timing of the work to determine if backup will disrupt scheduled services. |
| 4. Other | Clarify with hosting provider tasks and responsibilities, as well as ensuring that all parties clearly understand the overall goals, would alleviate some problematic cleanup during the provisioning and transfer processes from Testing to Production. |

# Exhibit B

# DHHS - HEARTS Upgrades – Precise ID

### Initiation Phase:

| Topic | Lessons Learned |
|---|---|
| 1. Procurement Plan (procurement strategy….build vs. buy) | There was no build. The system was a COTS solution. |
| 2. Project Approval Process | Collaboration with ITS Purchasing and DHHS Purchasing expedited the approval process. |

### Planning & Design Phase:

| Topic | Lessons Learned |
|---|---|
| 1. Project Approval Process | Communication with approvers in advance to get questions answered and emphasize the need for their attention can help improve the process. |
| 2. Risk Management | Assess all related activities including any upgrades or patches to existing systems for potential impact to the project. |
| 3. Staffing Plan | Ensure you have the dedicated time of your subject matter experts. |
| 4. Project Schedule / Milestones / Project Planning | Include the time to complete any software updates to the existing system in your schedule, along with the time to implement the enhancements under the project. |

### Execution & Build Phase:

| Topic | Lessons Learned |
|---|---|
| 1. Project Approval Process | Keep abreast of changes to the EPMO forms and templates. |
| 2. Managing Sponsor Expectations | Be aware that any changes to Sponsorship or leadership can impact the schedule. |
| 3. Managing Customer Expectations | Include all key project team members in as early as possible in the documentation of customer expectations. |
| 4. Risk Management | |
| 5. Issue Management | Be aware that issues that were identified in other related projects can impact the schedule. |
| 6. Project Schedule / Milestones / Project Planning | a. Take into consideration the delays caused by changes in the process for budget approvals.<br>b. Ensure the vendor has a clear understanding of the business and technical environment.<br>c. Ensure any support people from other areas, such as Cloverleaf, are included in the planning. |
| 7. Resource Management (internal & external resources) | a. Ensure sponsorship is aware that the lack of staff resources will impact the schedule.<br>b. Recognize the level of expertise needed to complete the technical architecture system design document, and the constraints on their time. |
| 8. Vendor Management / Vendor Performance / Vendor Deliverables | Ensure the vendor is familiar with the state security policies to ensure that access to servers does not delay project timelines. |
| 9. Testing (test execution, verification & validation, test scripts, test cases) | a. Ensure communication between the vendor and technical staff is sufficient to ensure adequate testing. Example: The HL7 testing and link testing took longer than expected due to unclear documentation and lack of communication between vendor and technical staff.<br>b. Ensure technical security testing is early in the process.<br>c. Recognize the need to work with DSOHF /DMH Infrastructure early in the process to define network requirements. |

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| 10. Requirements Verification & Validation | Ask the vendor to provide draft documentation early in the process for review and analysis. |

**Implementation Phase:**

| Topic | Lessons Learned |
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| 1. Issue Management | a. Evaluated and update training documentation before distribution to end users, and early in the process.<br>b. Have a formal approval process for the workstation client software package.<br>c. Review all technical documents distribution and installation to the client workstation. |
| 2. Project Schedule / Milestones / Project Planning | Build time to deal with expected/known issues into the project schedule, as early as possible. |
| 3. Resource Management (internal & external resources) | a. Ensure roles and responsibilities of technical support leads and staff are well defined and documented.<br>b. Ensure adequate budget for any required travel for onsite business support during the implementation phase.<br>c. Ensure there is backup for Internal and External SME's who may still be responsible for testing and implementing software upgrades to the current system, and be unavailable for the project. |
| 4. Vendor Management / Vendor Performance / Vendor Deliverables | Ensure you document your strategy for implementing each module of a multi-part system enhancement and have the vendor review and formally accept. |
| 5. Project Deliverables (refer to the list of deliverables in the PPM Tool that the PM said would be delivered) | Document the process for deliverable approval and ensure all approvers are aware of deadlines. |
| 6. Change Management / Change Request | Build time in the schedule to complete the change request process in the PPM Tool. |
| 7. Production Readiness (software / hardware, process, personnel) | Ensure the vendor and technical staff work together to address issues in a timely manner. |
| 8. Training (user, admin, etc) | a. Get training for SME's and Super users in advance of other users training, especially when business processes will be redesigned.<br>b. If possible, have a dedicated centralized training location. |

# Exhibit C

## DHHS - New Phone System for Black Mountain Neuro-Medical Treatment Center

**Initiation Phase:**

| Topic | Lessons Learned |
|---|---|
| 1. Business Case / Project Charter | We should have made the done a better job of making the business case for this project to better reflect the urgency of the system replacement and the ramifications of a medical/direct care facility with a phone system that was so old and constantly down or being repaired. |
| 2. Benefits | We now have a system that is digital instead of analog, utilize a PRI instead of trunk lines, and have eliminated many internal wiring problems that we were not aware of prior to preparation for this project. |
| 3. Procurement Plan (procurement strategy….build vs. buy) | Only one option here and that was to buy. We purchase an up to date system with an extended warranty. |
| 4. Project Approval Process | Learn more about the project approval process to help expedite it where possible. |
| 5. Managing Sponsor Expectations | Meet monthly with the sponsor to review expectations. |

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| 6. Managing Customer Expectations | Planning and education of the end users on the new system operation, how to make basic phone calls, emergency paging for critical events, etc. Educating customers on how to communicate new phone system and new numbers, including prefix, with outside contacts, and defining dates and timing for the switchover. |

**Planning & Design Phase:**

| Topic | Lessons Learned |
|---|---|
| 1. Updated Business Case | Reemphasized and revised business case several times while gathering data and support to justify replacement of aged out equipment, due to frequent down time due to repairs. |
| 2. Project Approval Process | Challenging process for procurement and project approval process due to budgetary issues but a supportive team effort including Senior Management here at Facility, staff at the Division & Department level, along with huge support from ITS Analyst Craig Carter enabled us to proceed. Very difficult to plan after 2 years of false starts, as in bids but no approvals. |
| 3. Managing Sponsor Expectations | Meet monthly with the sponsor to review expectations. |
| 4. Managing Customer Expectations | We met with customers regularly and communicated via email to gain ongoing feedback regarding the project process and status. |
| 5. Risk Management | Learned as time went on (almost 3 years) how fragile our current system was and how urgently we needed the new one approved and installed. We were aware of the risk to our facility and our residents if our phone system failed. |
| 6. Monthly Status Reporting | We reported bi-monthly to senior management as we planned and approached our implementation date. This included reports on pre-installation work/planning, rewiring, and identifying issues related to proposed equipment replacement, voicemail setups, etc. |
| 7. Staffing Plan | All IS staff (3 here) were totally involved in the pre-installation phase including mapping of current system, identifying possible trouble areas, and very detailed documentation for use by both us and by the vendor during the installation. During the 2 day installation, all other staff at the facility were notified we would be completely focused on phone installation and testing and would only be available for our 'regular' IS duties if there were a dire emergency. None of us are formally trained in telecommunications equipment, but did self-learn the old system to provide basic day to day support for the facility, saving the Facility/Department/State quite a bit of money. |
| 8. Project Schedule / Milestones / Project Planning | We learned that good planning and hard work including detailed documentation, much of which did not exist for years prior to this, pays off. |

**Execution & Build Phase:**

| Topic | Lessons Learned |
|---|---|
| 1. Project Approval Process | We were persistent in asking for the new system and listing the phone system replacement on all Facility needs requests, which was fully supported by many familiar with our equipment situation. |
| 2. Managing Sponsor Expectations | We might have considered meeting more often than monthly with the sponsor to review expectations. |
| 3. Managing Customer Expectations | We kept staff informed once we were sure project was going to happen, and there were very few surprises. |
| 4. Risk Management | We learned good planning can reduce risks. |
| 5. Issue Management | We learned good planning can reduce the number of issues that can easily occur on a project of this magnitude. |
| 6. Project Schedule / Milestones / Project Planning | We learned that great planning and good documentation pays off. |
| 7. Resource Management (internal & external resources) | We planned for the use of cell phones to communicate any emergency issues, and notified outside resources such as the Black Mountain Fire Department of our potential issues and risks. |
| 8. Project Communication | Having prepared detailed documents regarding the facility layout, phone locations, staff locations, types of current and replacement phone equipment and voice mail assignments helped the vendor with the installation, helped reduce our down time, |

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| | and kept staff in the loop regarding restoration of their phone system capability. |
| 9. Change Management / Change Request | We didn't have many changes and so were fortunate. The few we did have were dealt with in a timely manner by the vendor. |
| 10. Testing (test execution, verification & validation, test scripts, test cases) | Testing helped us identify some wiring issues mostly related to looping which can be done on the analog side but not on the digital side. |
| 11. Backup / DR Strategy | Always have one in place. |

**Implementation Phase:**

| Topic | Lessons Learned |
|---|---|
| 1. Managing Customer Expectations | Staff were generally very pleased with the timely installation and return to normal business functions. We had identified 'priority' phones/lines that needed to be swapped out first. We provided documentation (we created prior to project implementation – How To's) |
| 2. Project Schedule / Milestones / Project Planning | We learned that great planning and good documentation pays off. |
| 3. Resource Management (internal & external resources) | Communication is critical. Our hands-on involvement with the installation of all phones helped, since we are most familiar with the facility and all the staff, locations of phones, etc. |
| 4. Vendor Management / Vendor Performance / Vendor Deliverables | For the most part the vendor did exactly what they said and what we requested. Installation of all phones was performed with Information Systems staff, since we are most familiar with the facility and all the staff, locations of phones, etc. We feel the installation would have taken more than part of 2 days if we had not insisted on assisting and escorting vendor technicians. |
| 5. Project Deliverables (refer to the list of deliverables in the PPM Tool that the PM said would be delivered) | Vendor delivered on time. |
| 6. Production Readiness (software / hardware, process, personnel) | Many hours were spent planning installation/implementation and training of staff to reduce down time to an absolute minimum. |
| 7. Training (user, admin, etc) | Good training always helps. Had to install and train on the same two days. That was very difficult to accomplish. Admin training was very minimal though and we should have an opportunity to revisit that. |

# Exhibit D

## DOT- NCDOT Laptop and Mobile Device Encryption

A. What was learned from the project?

1. Project Manager and Lead Tech should never be the same person (TJ)
2. Test all versions of equipment if possible to remove equipment issues (TJ)
3. Dedicate time for development groups to QC their apps against the new application (TJ)
4. Complexities of rolling out a complex product to a large number of clients (BW)
5. Validate or at least agree on terminology prior to rollout, for example, shared, loaner, QC, Test, Dev (TJ)
6. To take vendor statements as only advice until proven with testing. (BW)
7. Need for providing appropriate and timely communication to customers and support staff throughout deployment. (BW)
8. New technology, high impact, needs early demonstration of what, is this about, and why. (BW)

9. Technical Services, Division Support and Unit Support staff needed more involvement in the form of “show me” sessions, technology demonstrations, in conjunction with written documentation. (KW)
10. DOT upper management is not aware of statewide IT Standards set by ITS and therefore, communication is essential when implementing solutions to meet mandatory requirements. (KW)
11. DOT IT Support including Division and Unit Support are not well versed in statewide IT Standards and therefore, training sessions and communication are essential when implementing solutions to meet mandatory requirements. (KW)
12. Laptop encryption exposed other statewide standards that DOT is non-compliant with and therefore, additional clean up is required to complete the encryption implementation in the form of deviation requests for such items as shared accounts. (KW)
13. Test and PROD environments should be analyzed for consistency such that testing provides the expected results in PROD and facilitates reduction of incident reports and time to resolve. (KW)
14. Software versions, needed for fixes, added complexity to testing and rollout.

B. What went well with the project?

1. Project Management went better after turn over, due to experience and no other interference. (TJ)
2. Communications to the business was informative as the phases were implemented. (KW)
3. Additional Technical Resources were made available when necessary for project hand over due to original staff unavailability. (KW)
4. Communication to the Help Desk. (KW)
5. Involvement of the Help Desk Manager. (KW)
6. Incident ticket reports assisted the Integration and Ops teams to be on the same page about problems associated with GuardianEdge. (KW)
7. Actual rollouts (BW)
8. Thorough testing so had very minimal impact to customers. (BW)
9. Coordination between Build-Ops-Desktop. (BW)
10. Communications to Customers (BW)
11. Problem Management (BW)
12. Ended on time, per the last change request. (JW)

C. What did not go well with the project?

1. Overall understanding of the implication of the project on the organization (TJ)
2. Time management went way off, i.e. Project Manager/Tech Lead had a full time job prior to project and additional staff was not available to off load duties which made it impossible to juggle responsibilities. (TJ)
3. Transition to new team did not go as well as I expected due to time frame and personal events. It was expected that the Project Manager/Tech Lead would have been working together earlier. Pulling of the lead and the backup together earlier in the project would have made it better. (TJ)
4. Communication to the Technical Advisory Team was lacking during the Build Phase; lack of regular status meetings during the Planning and Design Phase. (KW)
5. The new PMO process, switch from ITAG, transition impacted the project. (BW)

6. After Project Management transition and change request, time for Technical Advisory Committee and Communication was overestimated. (KW)
7. After Project Management transition and change request, time for Technical Implementation Team and Project Management was underestimated. (KW)
8. Scheduling – tasks needed to be developed in order to have better picture of work to be done. (BW)
9. Vendor communications – Reseller with implementation support and vendor support direct (GuardianEdge). (BW)
10. Vendor support - Reseller with implementation support and vendor support direct (GuardianEdge), example: D531 fix that was supposed to be in release that was not delivered. (BW)
11. Failed to manage known risks that were known to exist, for example, statewide standards not being met. (BW)
12. Project team did not do a good job of conveying the importance of participation to all stakeholders, i.e. people did not come to meetings but complained when did not know what was going on. (All)
13. Action items and meeting minute distribution would have been helpful. (DM)

D. Words of wisdom for future projects.

1. Do not assume IT staff will read documentation. (All)
2. Do not assume written documentation takes the place of show and tell sessions via webinar, conference calls and if possible, in person demonstrations. (All)
3. Do not assume resources that were identified for the project will be available for the project or stay engaged in the project. (All)
4. Do not assume that resources understand the significance or the requirement of project management responsibilities and best practices, i.e. overall planning, goals, resource requirements, and meetings. (All)
5. Do not underestimate the time required for project management activities. (All)
6. Do have back up resources identified and involved in case of staff turnover. (KW)
7. Be prepared to have working sessions to gather information since most resources have multiple tasks being assigned to. (KW)